CECOM : PEO C3T : PEO IEW&S

AMCOM : PEO AVN : PEO MS

LCMC PRACTICAL INSIGHTS

Briefing for AMC SES SYMPOSIUM

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AMCOM

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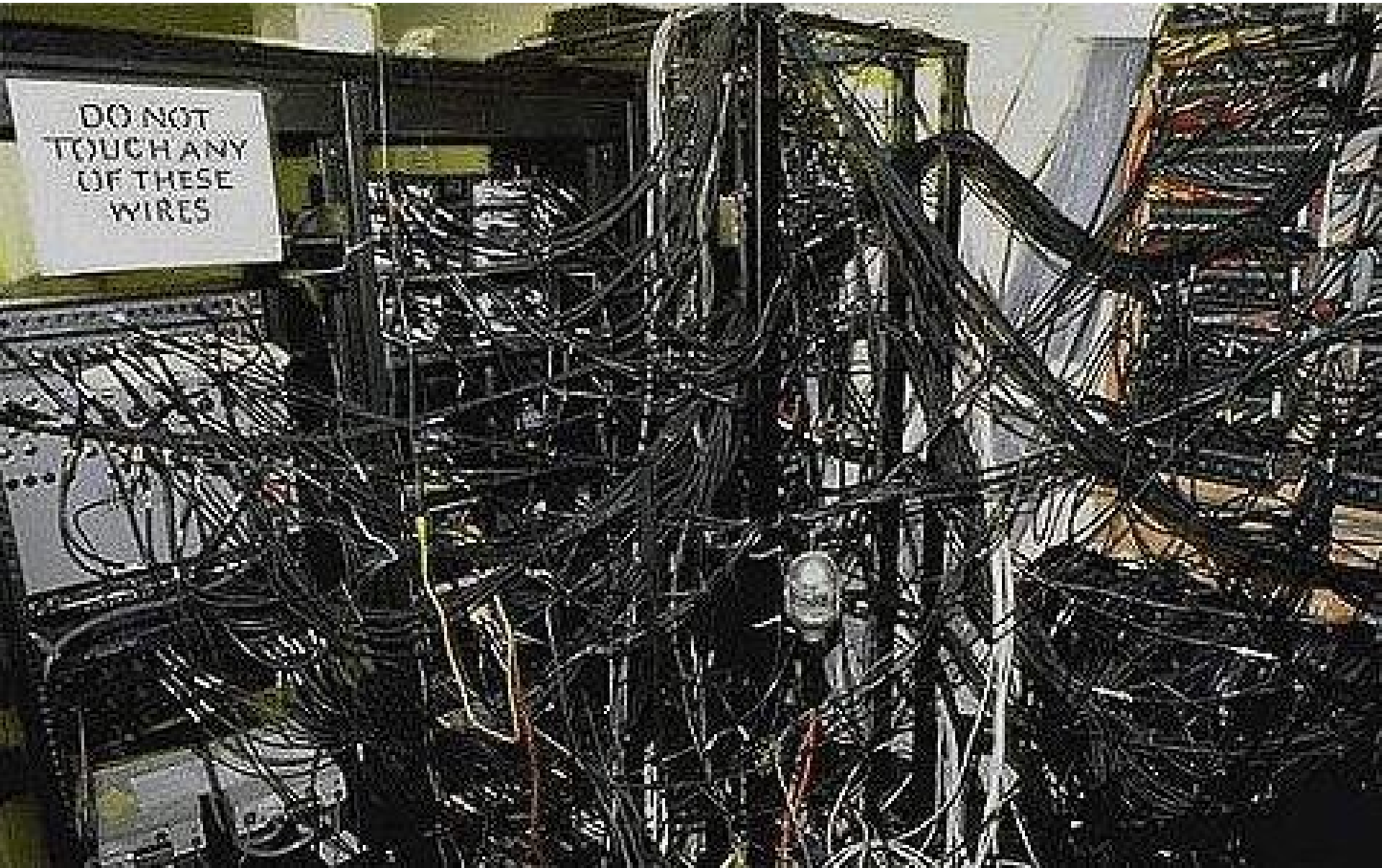
Life Cycle Management

LCMC WIRE DIAGRAM



COMMANDER'S INTENT

- **Dedicated to providing Warfighters the best equipment & services in the shortest time, effectively and efficiently**
- **PEOs and PMs lead; work with, influence and partner with matrix organizations that support them**
- **Teamwork and collaboration between PMs and centers**
- **Make the right decisions for sustainability, early in the life cycle**

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ACHIEVEMENTS

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- ❖ LCM Monthly Meetings – Command Group, PMs, Center Directors
- ❖ Combined Staff Meetings
- • Open Houses – CECOM, PEO & CERDEC
- ❖ Resource Lay-down to PEOs
- ❖ PBD 753 Integrated Strategy
- ❖ Combined BSC / SRS
- ❖ Workforce Development Plan
- • Consolidated KC Portal
- • LCMC Forum on KC
- • Common Overview Briefing
- • Common Chart Template
- • Common Motto – “One Vision, One Mission… the Warfighter”

- ❖ Consolidated / Coordinated Exhibits at Conferences
- • Command Climate Survey
- ➢ Combined Town Hall Meetings
- ➢ BOD Operational incl PEOs and RDECs
- ➢ PEOs as Deputy Commanders
- ➢ Forming Weapon System Teams w/PM as Trail Boss
- ➢ PEOs and PMs part of RAC ($)
- ➢ First Review with RDECOM
- ➢ Bottom Up Review of Resources and Functions
- ➢ Meeting “Battle Rhythm” Established

OPPORTUNITIES

- Unity of Command
  - The single greatest achievement of LCMC
  - Allows an inclusive team to do more for the Warfighter
  - ➢ Unified Life-Cycle Approach to Decision Making
- Ability to Expand Good Initiatives across the LCMC
  - PEO C3T Trail Boss for 3ID – added trail bosses for 4ID, 10th, 25ID and 101st representing entire LCMC
  - PEO C3T Special Projects Office – moved under LCMC Dep for Ops & Support to serve entire LCMC
    - Building an architecture for every deploying unit
    - Building a data base of all C4ISR fielding and training by division and brigade
- ➢ Recognize and Utilize LCMC Power to Benefit Soldiers
  - Corporate Initiatives (Condition Based Maintenance, Class IX Efficiencies, Build the Bench)

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CHALLENGES

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- ❖ Changing the Culture (Us vs. Them)
- • Overcoming Organizational Resistance
  - – Lane issues
  - – Control issues
  - – Old perspectives
- • Identifying Gaps / Overlaps and Resolving
- ❖ Span of Control – affects senior leaders
- ➢ Multiple Personnel Systems
- ➢ IT- Multiple policies, systems and ownership
- ❖ RDEC Relationship to LCMC – part of the life cycle, not just a link through RDECOM
- • Extensive Customers Outside LCMC
- ➢ Funding and Funds Management
- ➢ Performance Based Logistics
- ❖ Integrated LCMC Operations start with Integrated Taskings & Guidance from HHQ

EXCELLENCE

“The essence of excellence is the thousand concrete minute-to-minute actions performed by everyone in an organization to keep it on course. Excellent organizations are brilliant on just a few basics, behaving with courtesy towards customers, providing a continuous array of innovative products and services and, above all, gaining the commitment, ingenuity and energy of all employees.”

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BACK-UP

Life Cycle Management

Example

Comparison of Personnel Policies

AMCOM	PEO Aviation	PEO Msl and Space
AMRDEC		
Merit Promotion (MP) Regulations AMCOMR 690-1 and SCCPOC SOP SCRS 01	Follows Same MP Regulations	Follows Same MP Regulations	Follows SCCPOC SOP SCRS 01
Merit Promotion Policy Requires Canvassing for Temporary Assignments and Some Reassigns Noncomp Promotions approved by CG	No Requirement for Canvassing Noncompetitive Promotions approved by PEO	No Requirement for Canvassing Noncompetitive Promotion approval level is TBD. ASMD approval level was PEO. Tac Msl approval level was Director, Bus Mgt.	Canvasses for temporary assignments Noncompetitive Promotions approved by Director, AMRDEC
Telework: Formal implementation of DoD policy POE Dir must approve participation	No formal policy – will follow DoD policy on an exception basis	Tac Msl contract with AFGE Local 1858 requires PEO to implement AMCOM policy. ASMD followed ASC telework policy	AMRDEC in prenegotiation stages on new contract Current contract with AFGE Local 1858 requires implementation of AMCOM policy
Grievance Procedures Follows AMCOMR 690-20 for nonbargaining unit employees Follows negotiated procedure (AFGE Local 1858) for bargaining unit employees	Follows AMCOMR 690-20 for nonbargaining unit employees Follows negotiated procedure (NFFE Local 405) for bargaining unit employees	Follows AMCOMR 690-20 for nonbargaining unit employees TacMsl same agreement as AMCOM, ASMD separate bargaining unit, AFGE Local 1858 Separate but similar procedures.	Follows RDECOM polices for nonbargaining unit employees Currently under same negotiated grievance procedures as AMCOM In pre-negotiation stages on new contract.
Flexitour Follows negotiated agreement with AFGE Local 1858	Follows negotiated agreement with NFFE Local 405 (no 4/10 AWS option)	Tac Msl negotiated agreement includes 4/10, credit hours ASMD negotiated agreement does not	In pre-negotiation stages on new contract Currently under same negotiated proc AMCOM.

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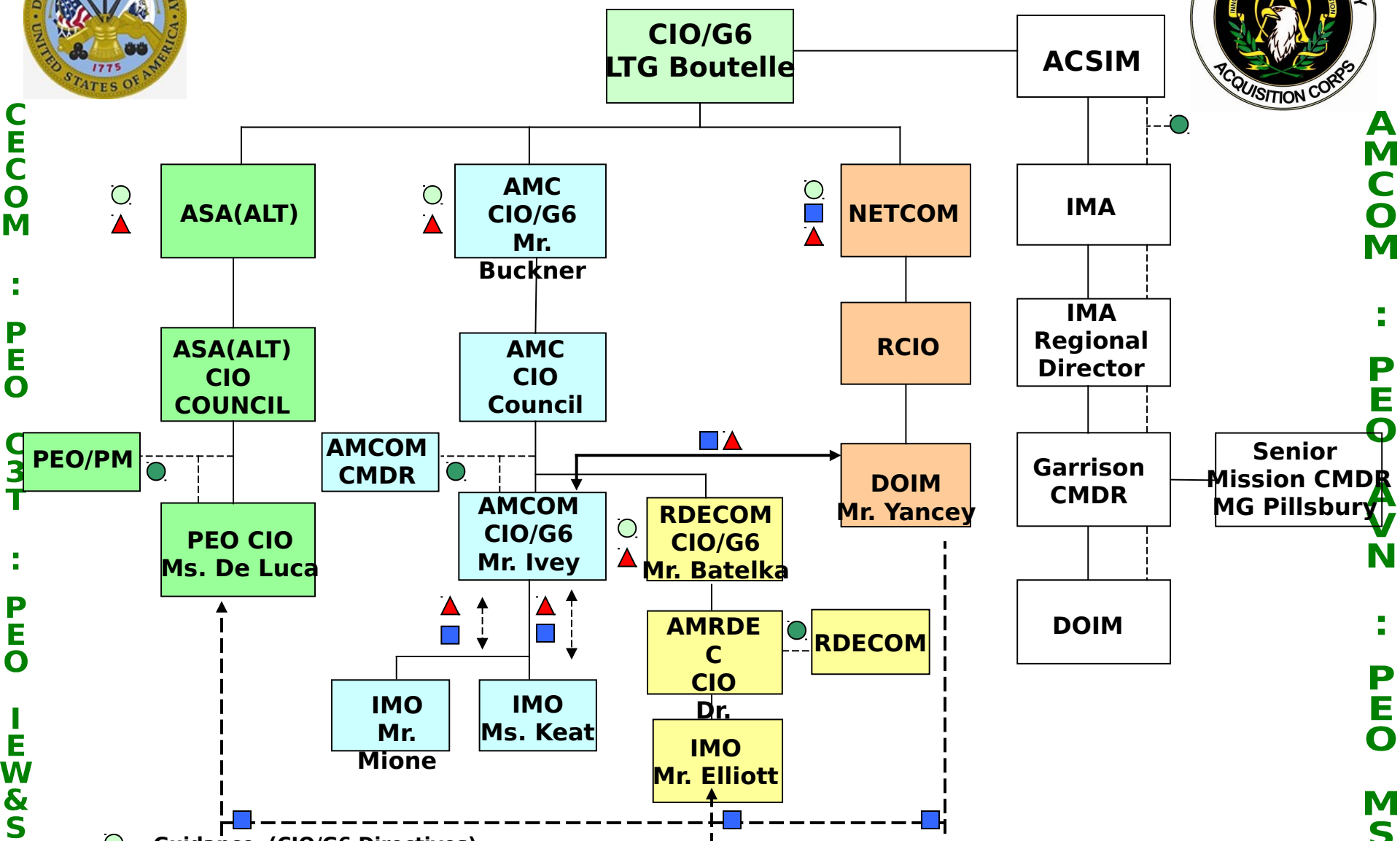
All GS equivalent AMRDEC workforce members are in Lab Demo.

IT Guidance and Reporting



Life Cycle Management

LCMC Baseline Services Breakout

CECOM : PEO C3T : PEO IEW&S

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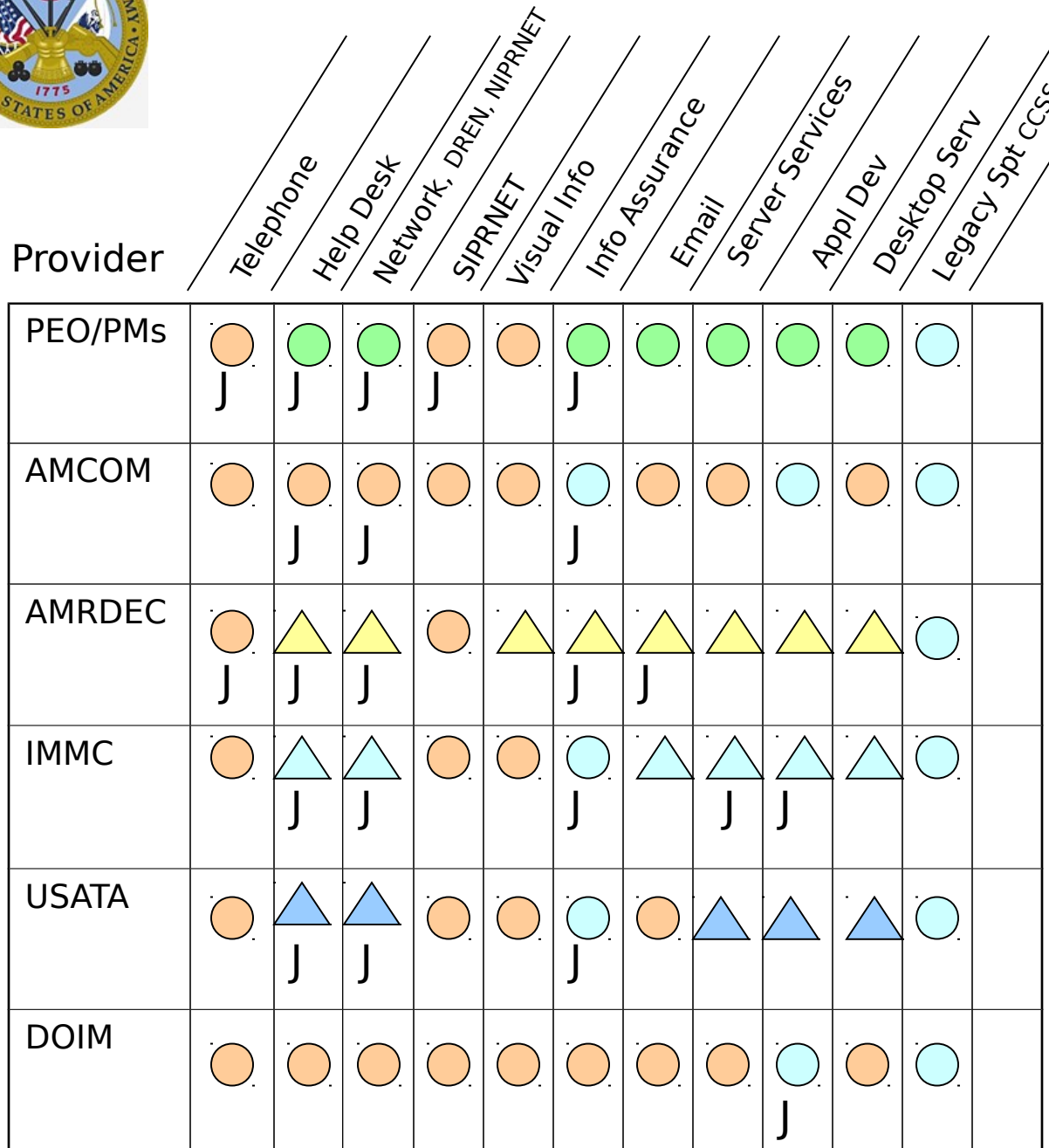

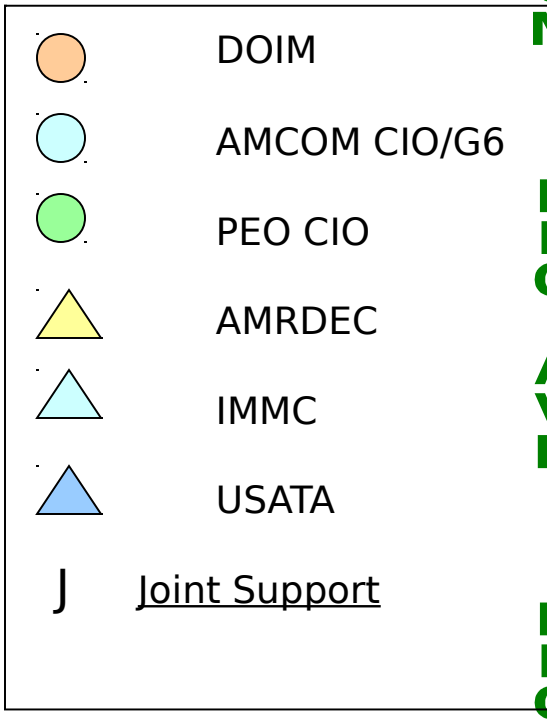

LCMC Baseline Services Breakout (cont.)

CECOM : PEO C3T : PEO IEW&S

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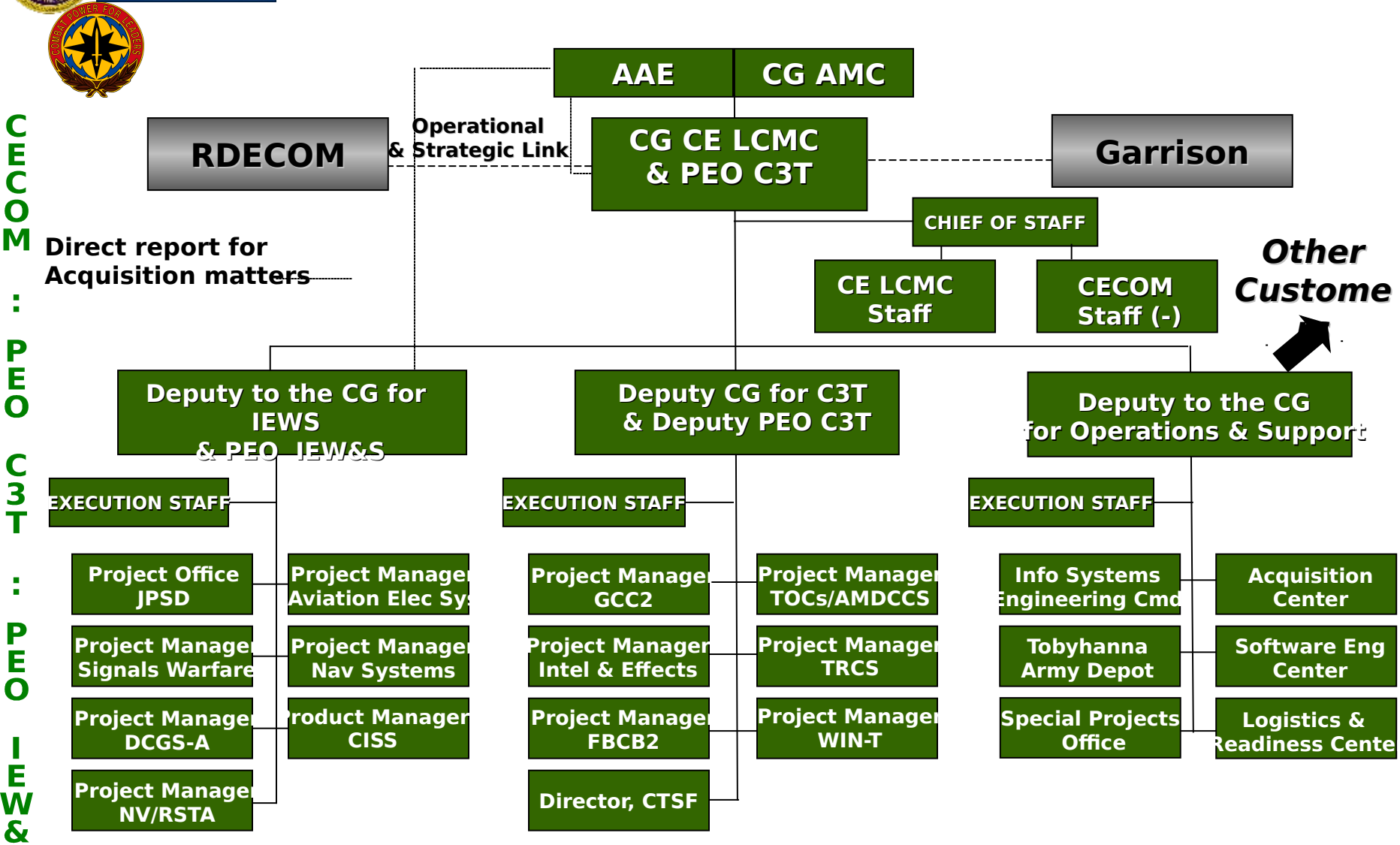
Provider	VTC	ADP Maint	Software License	DMS	COOP	Web Services	VOIP	Copier Maint	IT Contract Services	IT Governance	IT Planning	Records Mgmt/FOIA
PEO/PMs	J					J			G			
AMCOM					J	J						
AMRDEC	J					J	J					J
IMMC			J		J							
USATA			J									
DOIM						J			J			

- DOIM
- AMCOM CIO/G6
- PEO CIO
- AMRDEC
- IMMC
- USATA
- J — Joint Support
- G — GSA

CE LCMC



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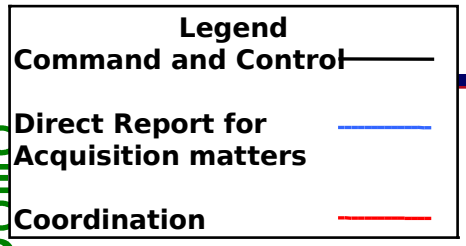
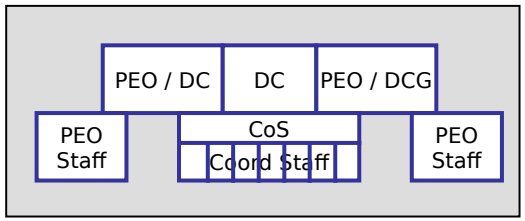
Life Cycle Management

Organizational Diagram





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ASAALT | AMC
Mil Dep / DCG A&T | DCG O&R

RDECOM

CDR AV & MSL
LCMC Command

CSM

Special / Personal Staff
(Legal IG EEO SGS IRAC . . .)

PEO AVN/ DC AVN

DC

PEO MSL/ DCG MSL

AMSAA
ARO
ARL
NATICK
ARDEC
TARDEC
CERDEC
AMRDEC

Garrison Redstone

CCAD
ACLC

IMMC

ACQ Center

USATA

SAMD

LEAD

Command formed based on Kern-Bolton MOA & implementing instructions

implementing instructions

Life Cycle Management

COMMANDER'S INTENT

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(1) To best understand my intent, I feel it essential you understand my definition of a Life Cycle Management Command. A Life Cycle Management Command is completely and totally dedicated to providing warfighters the best equipment and services in the shortest possible time, and provides the most sustainable equipment, effectively and efficiently, by being the best stewards of the resources the Nation has entrusted to us.

(2) Making the LCMC concept successful will require change. For example, for the first time in 20 years, the Commanding General has oversight over the Life Cycle Management of programs and all matrix organizations that support those programs. As I look at my responsibility to the warfighter, I expect each of you to use all of your talents to bring forward capabilities that will enhance the effectiveness of our warfighters. I look to the PEOs and PMs to take the lead and I expect them to work with, influence, and partner with the matrix organizations that support them.

(3) Why do I say this? Because I believe that only through teamwork and collaboration between PMs and centers will the warfighter get the most efficient and effective products in the field. Some will say - well, this will cause second-guessing of every PM decision. Nothing could be further from the truth. If a PM feels that way, then he or she has a problem. My view is that I expect PMs to work with our matrix. For example, my principal advisor for logistics is Mr. Anthony LaPlaca; if the subject is contracting, my principal advisor is Mr. Ed Elgart; similarly my principal advisor for software engineering is Mr. Ed Thomas and my principal advisor for research and development is Mr. Gary Martin. They are experts in their areas, and I want the Army to benefit from their experience and the expertise of their people. It is incumbent upon PMs to bring that expertise into their programs. There are too many systems with inadequate sustainment capability on the battlefield today. I believe we are causing warfighters to spend an inordinate amount of time trying to support these systems. In all too many cases, had we handled sustainment decisions properly in the first place, we could be focusing on more transformational issues to support the future force. Instead, we find ourselves dealing with issues which have been here for 20 years.

(4) Hence, from my perspective as the Commander of a LCMC, my charge to every pe...

COMMANDER'S INTENT (Cont'd)

(5) Now, for those PM offices that are already doing those kinds of things and working with the matrix organizations - and many of them are - nothing has changed and I'll hold them up as examples of my intent. If, on the other hand, PM offices are not working with these organizations, our programs may be less than completely effective for the warfighter, and we may, in fact, be fielding a problem to that warfighter. I simply expect all to work with the respective centers and their experts to ensure the best products go out the door. There will be cases where reasonable people will differ. In those instances, I expect differences to be elevated to the LCMC deputies and resolved. In those few instances where there is disagreement among the deputies, I will be the final arbiter of what is done.

(6) This will not result in a transfer to the PM programs of OMA or AWCF monies currently funded through AMC to the matrix organizations for sustainment and software support. However, I will expect the PMs to lead and influence configuration control boards and other prioritization exercises. I will be the ultimate decision maker with respect to how resources are utilized. I expect the matrix organizations and the PMs to work together (teamwork) to allocate resources in the very best way to meet the very divergent challenges faced by the PMs and the centers. It would be easy for me to say that the PMs will make all the decisions or the matrix will make all the decisions or divide the decisions, but the soldier would be a loser in those scenarios, and I will not tolerate that. Instead, we will take the more difficult path which is to work collaboratively, with mutual respect, to achieve those most difficult solutions that will provide the warfighter with the best capabilities.

(7) Lastly, as PM offices fully embrace the LCMC mandates, their roles and responsibilities will expand. Annex A enumerates my list of LCMC responsibilities PM offices must assume to execute my expectations.

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